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ABSTRACT

This manual was written for members of the Harford Community College community who engage or are interested in educational, administrative, training, and research activities which may be sponsored by external public agencies, foundations, corporations, and other institutions. The manual describes the main items that should be included in a project proposal or application, college procedures for approval and submission of a proposal to a prospective sponsor, services and assistance available from the college Office of Resource Development and Educational Services related to grants and projects, administrative procedures for sponsored projects and programs, and general information pertaining to compensation, direct and indirect costs, cost-sharing and other subjects relevant to externally funded activities. The appendices include a checklist for proposal preparation, a sample proposal title page and budget, a checklist for proposal budget items, a sample form for internal approval for external funding, a sample certification form for the protection of human subjects, a glossary of terms used in the resource development and a list of acronyms and abbreviations used in resource development. (Author/KJC)

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JC 770 538

INFORMATION AND GUIDELINES MANUAL FOR GRANTS AND PROJECTS DEVELOPMENT AT HARFORD COMMUNITY COLLEGE

Prepared by:
Paul G. Yorkis
Director For Resource Development and Educational Services

federal register
highlights
presidential documents
rules and regulations
notices
reminders
proposed rules
HEALTH, EDUCATION, AND WELFARE
FOUNDATION ON THE ARTS AND THE HUMANITIES
NATIONAL
Tuesday
USDA/ASCS
USDA/APHIS
USDA/FNS
USDA/REA
CSC
LABOR
NATIONAL REGISTER OF HISTORIC PLACES
MARYLAND
Calvert County
Carroll County
Harford County
MEETING
COMMISSION OF FINE ARTS

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STAFF OF THE OFFICE OF RESOURCE DEVELOPMENT
AND EDUCATIONAL SERVICES

November, 1977

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Director for Resource Development
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Development and Educational
Services

FOREWORD

This manual has been developed for use by the employees of Harford Community College. If this is to be a viable document, it is expected that revisions will need to be made on an annual basis. Therefore, when members of the College community have suggestions for improving this manual, please direct those suggestions to Dr. Paul G. Yorkis, Director of Resource Development and Educational Services.

Much credit must be given to those people and organizations who assisted in the development of this document. The staff of the Office of Resource Development and Educational Services--Jan Campbell, Rosemary Karr, and Patricia Ross--should all be given much credit, along with Mr. Roger A. Van Winkle, Dean of the College; Dr. Edward C. Kuhl, Jr., Dean of Student Affairs; Mr. Philip L. Clark, Dean of Administrative Services; and Dr. Thomas D. Sepe, Assistant Dean for Curriculum and Instruction, who scrutinized the drafts and made many valuable suggestions.

Mrs. Susan Bravman, Dundalk Community College; Dr. Robert J. Leo, Dallas County Community College District; Mr. William D. Ward, Northern Virginia Community College; The American University; and the Association of Community College Trustees also contributed to the development of this document by the information they shared with me.

INTRODUCTION

The College expects that the staff will be effective and stimulating teachers, administrators, and scholars committed to teaching practical research and investigation in his or her field of teaching or area of specialization.

This manual has been written for members of the College community who engage or are interested in educational, administrative, training, and research activities which may be sponsored by external public agencies, foundations, corporations, and other institutions. This manual describes:

* The main items that should be included in a project proposal or application.
* College procedures for approval and submission of a proposal to a prospective sponsor.
* Services and assistance available from the Office of Resource Development and Educational Services related to grants and projects.
* Administrative procedures for sponsored projects and programs.
* General information pertaining to compensation, direct and indirect costs, cost-sharing, and other subjects relevant to externally funded activities.

THE OFFICE OF RESOURCE DEVELOPMENT AND EDUCATIONAL SERVICES

One of the main responsibilities of the Office of Resource Development and Educational Services (ORDES) is to encourage and assist faculty members and administrators in securing external support for academic programs, administrative operations, research projects, and other educational and training activities from foundations, corporations, public agencies, and other organizations in a manner consistent with College policies and procedures.

Within the limits of its resources ORDES:

* Maintains files of current information on programs and interests of foundations, corporations, government agencies, and other potential sources of project support. This information is for the use of faculty and administrators interested in securing external support for their activities.
* Reviews program announcements, annual reports, newsletters, and other material, and brings appropriate summary information from these announcements to the attention of interested or potentially interested College personnel.
* Advises and counsels faculty and administrators interested in securing external support for their activities and assists them in a review of information available in the ORDES. Faculty members and administrators are encouraged to use these resources, and to

consult with the ORDES prior to beginning proposal development. Such consultation will help to ascertain possible support sources as well as to facilitate development coordination.

* Helps in locating external sponsors.
* Assists faculty and administrators in preparing proposals and applications, including budgets; and in submitting the completed proposals or applications to prospective funding sources.
* Assists in intra-College coordination and preparation of project proposals.
* Assists principal investigators or project directors in solving administrative and operational problems which arise in meeting the requirements of their projects.
* Maintains a file of program and research interests of College faculty members and administrators.
* Reviews for accuracy and completeness all proposals prior to their final submission to the Dean of the College and President.

PREPARING THE PROPOSAL

A faculty member or administrator interested in receiving external support for a research contract or grant, training program, institute, or other academic undertaking must prepare a proposal. In preparing the proposal, the Checklist for Proposal Preparation should be followed. (See Appendix A). Since the proposal is a request for funds, it should present a convincing case for its acceptance. If the proposal is unsolicited, it should bring out the method by which the project or program

will meet or further an interest, activity, or program responsibility of the prospective sponsor. If it responds to a specific request or announcement of interest, it should conform to each of the terms or specifications listed in the announcement.

Some sponsoring organizations supply printed application forms and instructions. The forms and instructions must be followed carefully, unless there are obvious reasons to deviate in a specific proposal. Some revise these documents periodically, and it is important that the latest revisions be used. The ORDES obtains proper forms on a routine basis.

WHEN A PRINTED APPLICATION FORM IS NOT AVAILABLE, THE FOLLOWING INFORMATION SHOULD BE INCLUDED IN THE PROPOSAL:

Title Page

The title should be concise and descriptive, and contain key words under which the proposal can be readily filed. Signatures of the College President, Director of Resource Development and Educational Services, and project director are required on the copies of the proposal submitted to the prospective sponsor. (See Appendix B).

Table of Contents

List on a separate page.

Abstract

This should be a simple, concise statement describing the problem to be studied or activity to be conducted, and the results expected. Give the time period of the project, and total funds requested.

Background

State clearly and concisely the general background of the problem the project is designed to solve, or the activities the project will undertake, and indicate why there is a need for the proposed project. Define specifically the limits of the problem or of the activity to be undertaken. Summarize what has been done or is being done in the project area, and the unique contribution to be expected of the proposed project or program. Describe the objective(s) the proposal sets out to achieve in a way suitable to measurement and evaluation.

Procedures

Give a detailed, but concise, description of the procedures that will be followed in carrying out the program or project. Describe clearly the sequence of the various phases of the project, and give an estimated time schedule for each phase. Do not assume that the readers of the proposal are already familiar with any aspect of it. While this section of the proposal is a narrative statement, it may well be enhanced by diagrams, flow charts, or other visual aids.

Evaluation

Indicate how the results of the program or project will be measured. Describe the criteria that will be used to determine the extent to which the objectives have been met. State the objectives and the evaluation method in clear and measurable terms.

Project Personnel

Give the names of the principal investigator(s) or project director, all professional staff members, and consultants. Include an employment

experience and educational experience resume for each. List publications and emphasize previous experience related to the proposed project. Obtain approval from each person to include his or her name in the proposal.

Facilities

Describe the space to be used in carrying out the program or project; the major items of equipment available; and support facilities that may be drawn upon such as computers, communication, publications, and audio visual services. It is advisable to secure approval for the use of such available facilities at the earliest possible stage in the development of the proposal.

If available space is to be used, indicate the exact location. If new space is required, specific data should be given for planning, estimating, and budgeting purposes including the amount, type, and preferred location of the space; number and size of office, conference, and other rooms; number and types of telephones; description and estimated cost of office furniture, equipment, and furnishings.

Budget

The ORDES will assist faculty and administrators in preparing proposal budgets. Prior discussion is very desirable to ensure that all program and project costs are anticipated and accurately stated. (See the Checklist for Proposal Budget Items, Appendix D).

Some sponsors provide budget outlines which must be followed precisely. If a budget form is not provided, the proposal budget should include as many of the following categories of costs as are applicable: (See Appendices C and D for sample budgets)

1. Direct Costs

a. Salaries and Wages:

Give the name, annual or academic year salary, percentage of time and dollar equivalent to be spent on the project for each faculty or professional staff member. Give the job title, salary, project time and dollar equivalent for administrative and support personnel. Indicate for each of the project personnel whether he/she is currently a full-time College employee or an additional employee.

b. Employee Benefits:

FICA, Blue Cross/Blue Shield, and retirement for all full-time personnel. List these figures or a total percentage of salary.

c. Consultants:

List each type of consultant to be used, and give the number of consultants, days employed, and daily rate of compensation for each type. (Consultants, as contrasted to direct labor employees, are employed for relatively short periods because of their expert knowledge or special abilities. Maximum pay per day is usually $100).

d. Permanent Equipment:

List each item of equipment costing $100 or more, together with its estimated cost. Estimated costs should be based on quotations from suppliers obtained from the Purchasing Office. If equipment requires other than normal installation, obtain estimated installation costs from Buildings and Grounds.

e. Expendable Supplies and Materials:

Indicate the types of expendable supplies and materials required with estimated amounts and costs.

f. Travel:

Explain the type, extent, and estimated costs of travel, and the relationship to the project.

g. Publication Costs:

Indicate the costs of presenting the project results such as printing, reproduction, page charges, and reprint costs. Estimates of printing and publication costs should be obtained in writing from the Office of Community Relations. Specify project or program promotional expense, with justification of its desirability.

h. Computational Services:

Itemize these costs by type of service required, such as key punch and computer use. Estimates of computer costs and availability of computer time should be obtained in writing from the Director of Data Processing.

i. Other Direct Costs:

Itemize other anticipated direct costs not listed above, such as machine rental, postage, communications, and telephone.

j. Total Direct Costs.

2. Indirect Costs

Show total indirect costs computed at the appropriate indirect cost rate as specified in the grant or approved by the Director of Resource Development and Educational Services.

3. Total Costs

Sum of direct and indirect costs listed.

Subcontracts

If a proposal prepared by a College faculty member or administrator will be carried out in part through a subcontract, the name and address of the subcontractor should be indicated in the proposal, and a written proposal, with authorized signatures, should be obtained from the subcontractor. This proposal should describe the services or activities the subcontractor will provide, and include a detailed budget. It should be submitted with the proposal for internal College approval.

PRINCIPAL INVESTIGATOR OR PROJECT DIRECTOR

The principal investigator or project director is usually the faculty member or administrator who will coordinate the project or program. Consequently, he or she normally assumes responsibility for writing the first draft of the proposal.

Acceptance of a proposal results in an award by the sponsor of a grant to or a contract with the College. The principal investigator or project director as an individual does not receive the grant or enter into the contract. However, he or she is responsible for conducting the program or project according to the terms of the grant or contract, and in so doing, serves as the agent of the College. Specifically, he or she engages personally in the work as stipulated; directs the activities of program or project personnel; submits reports of program or project activities; and assures that the program or project is conducted within the agreed budget limits.

If the principal investigator or project director determines, after the program or project is underway, that a change in the original plan is required, he or she must propose the necessary amendment. Such amendment requires the same College and sponsor approval as for the initial proposal.

The principal investigator or project director is required to submit to the Director of Resource Development and Educational Services a report on the status of the project or program fifteen days after the end of each of the first three quarters of the project's duration. When the duration of funding is more or less than one fiscal year, or when the project does not coincide with a fiscal year, the Director of Resource Development and Educational Services, after consultation with the project director, will develop a report schedule. In general, the quarterly report will include funds expended, accomplishments of the project, narrative comment on the operation of the project and problems encountered, and recommendations, if any, regarding revisions to the budget and/or timetable.

In the final quarter of the project's duration, the report from the project director will be abbreviated and will be submitted at the end of each month.

Within thirty days of the project's completion, the project director will submit a final report to the Director of Resource Development and Educational Services. This will be of the same general nature as the quarterly report and will include fiscal, statistical, and narrative information. It should appraise the degree of success attained, relate any problems encountered, and make any recommendations desired.

APPROVAL AND SUBMISSION OF PROPOSALS

Sufficient time should be allowed for developing and processing a proposal within the College. Unless a different date has been mutually agreed upon in advance, the principal investigator or project director should submit the proposal in final draft form to the Director of Resource Development and Educational Services (Item 1, d. above) as early as practicable but in no case less than two weeks in advance of the deadline for submission to the prospective sponsor. In this context the importance of seeking early approval of the commitment of personnel and facilities is again stressed. Also, earlier discussion with members of the staff in the Office of Resource Development and Educational Services may assist the principal investigator or project director in tailoring the proposal to the specifications of many external sponsors.

The procedure for obtaining College approval of a proposal for a sponsored program or project, and in submitting the proposal to a prospective sponsor follows:

1. When a proposal has been completed and typed in final draft form, the principal investigator or project director:
   a. Obtains from the ORDES the "Internal Approval for External Funding" transmittal sheet. (See Appendix E).
   b. Completes the transmittal sheet and attaches it to the proposal, and signs the proposal title page and the transmittal sheet.
   c. Obtains the signatures of his/her division chairperson, and other direct supervisory administrative officer, if applicable, on the transmittal sheet to indicate that they have approved the merits

of the proposal, the availability of space and facilities, and the expenditure of required faculty time. These signatures also indicate consonance with the established academic policies of the College.

d. Forwards the transmittal sheet and proposal to the Director of Resource Development and Educational Services.

2. The Director of Resource Development and Educational Services, after review for accuracy and completeness, approves the proposal and submits the proposal to the Dean of the College who considers its relation to general College academic policy, its impact on other College programs, and any costs to be charged to the budget of the Dean of the College. Approval is indicated by signing the transmittal sheet. If any question is raised, the Director of Resource Development and Educational Services helps to resolve it with the principal investigator or project director and, where necessary, with the division chairperson and/or administrative officer.

3. The Director of Resource Development and Educational Services then submits the proposal to the President who indicates approval by signing the transmittal sheet and the title page. The proposal then is ready for reproduction of the required number of copies, and submission to the prospective sponsor. If any question is raised, the Director of Resource Development and Educational Services helps to resolve it with the principal investigator or project director and, where necessary, with the division chairperson and/or Dean of the College or other administrative officer.

4. In the event that a proposal cuts across administrative and disciplinary lines, the approval of each division chairperson and/or dean or other administrative officer concerned is required, and they must agree on the person who is designated principal investigator or project director, as well as on the project or program itself. If a controversy should ensue, the Director of Resource Development and Educational Services shall request the Dean of the College to call a meeting of the appropriate administrators to clarify and show such difficulties. The Dean of the College will make the final determination, acting as chief administrator under the President.
5. Following submission of the approved proposal to the prospective sponsor, the Office of Resource Development and Educational Services will distribute copies of the transmittal sheet and the proposal to the appropriate College offices.

ADMINISTRATIVE PROCEDURES

When a proposal has been approved by a sponsor, and the necessary agreement with the College has been executed and signed, the Dean of Administrative Services assigns the program or project a budget account number and notifies the Office of Resource Development and Educational Services, the office of the division chairperson, dean and/or other administrative officer, and the principal investigator or project director. Upon the receipt of this notification, the principal investigator or project director is authorized to organize and conduct the program or project in accordance with the plan and the budget contained in the approved proposal. Routine College administrative procedures should be

followed in carrying out the program or project. For example, purchase requisitions, building and grounds requisitions, payroll authorizations, travel advances, travel accounting, and similar administrative forms should be processed through normal administrative channels. The Personnel Office will assist in obtaining clerical and administrative support personnel. The College is an Equal Opportunity/Affirmative Action Employer. Questions concerning administrative procedures should be referred to the Office of Resource Development and Educational Services.

Purchases of permanent equipment must be made through the College Purchasing Office. Sponsors usually require detailed justification for each such item; federal agencies often require prior written approval for the purchase of any item of equipment costing more than $200, even though it was included as a line item in the approved budget. If the sponsor has its own definition of equipment, or sets up special regulations governing the purchase of equipment, the College is required to abide by them.

Title to equipment purchase with project funds sometimes is retained by the sponsor, in which case it may be required that the equipment be returned when the project is completed. If return is not required, the equipment remains with the College as a part of its instructional and research resources. It does not become the property of an individual. It is essential that the principal investigator or project director maintain complete records of each item of equipment purchased, and if it is sponsor-owned, each item must be labeled as externally-owned property showing the project contract number.

In cases where items of equipment are owned by a sponsor and loaned for use on a project, each item must be identified and labeled, and complete records maintained in the manner described for purchased equipment.

Books and periodicals purchased from budgets of sponsored research or other projects are the property of Harford Community College. Many of them should become part of the collections of the Learning Resources Center. To avoid unnecessary duplication of titles in the College's holdings, they should be ordered through the Learning Resources Center and cataloged by it.

DIRECT AND INDIRECT COSTS

The basic regulations for ascertaining the allowable costs of federally-sponsored research, training, and educational services conducted under grants and contracts with educational institutions are contained in Federal Management Circular 73-8. For administrative and accounting purposes, costs are grouped into two categories--direct and indirect.

Direct costs are those which can be identified specifically with a particular program or project. Examples of charges which usually are handled as direct costs are: salaries and wages of persons employed on the project; personnel fringe benefits; permanent equipment; expendable supplies needed exclusively for the project; computer use; travel; and communication.

Indirect costs are those incurred by activities required for the general support and management of a project or program. Indirect costs are usually grouped in the following categories: (1) general administration

and general expense: accounting, payroll, College contributions to fringe benefits, general administrative offices, etc.; (2) research administration; (3) plant operation and maintenance: utilities, janitorial services, routine repairs, etc.; (4) administrative costs at the College and departmental level; (5) library expenses; and (6) depreciation or use allowance for buildings and equipment.

In undertaking any sponsored program or project, the College must cover both direct and indirect costs. The two classes of expenditures are equally necessary to achieve the program or project objectives, and one is just as much a true cost as the other.

Since indirect costs cannot be specifically measured for a single project alone, they are usually expressed as a percentage of the project's salaries and wages, or of total direct costs. For federally-sponsored projects, the government practice has been to indicate a provisional indirect cost reimbursement rate which can be used for planning purposes. At a later time, government auditors compute a final rate during a particular fiscal period based on the College's accounting records. Any disagreement concerning allowable indirect costs and the reimbursement rate is settled by negotiation. All costs, direct and indirect, of federally sponsored projects are subject to government audit.

Allowance of direct and indirect costs on programs and projects sponsored by organizations other than federal agencies is subject to individually agreed upon conditions, normally specified in writing at the time a grant or contract is awarded. Many private sources do not reimburse indirect costs. The Office of Resource Development and

Educational Services and the Dean of Administrative Services will assist in developing cost presentations as well as in negotiating cost agreements as appropriate.

FACULTY AND STAFF COMPENSATION

Compensation of College faculty and staff members engaged in federally-sponsored projects or programs is subject to policy set forth in Federal Management Circular 73-8. Federal policy specifies that project funds may not result in extra compensation for an individual above his or her base salary for the period covered by his/her contract. For example, a faculty member on an academic year appointment whose salary is $18,000 may receive part of this sum from a research contract or grant, and part from the College. The total from both sources may not exceed $18,000 during the academic year. The salary of a faculty member who is employed on a twelve-month basis may include up to one-twelfth of his/her annual salary for each full month of work on a federally-sponsored research project. Such compensation may not result in increasing the faculty member's official annual salary from the College.

A faculty or staff member on an academic year appointment may receive compensation for work performed on a federally-sponsored research project during the summer months. The monthly rate may not exceed that which would be applicable under his or her base salary (1/10 of his or her academic year salary). Research covered by summer salary support must be carried out during the summer, not during the academic year, and at locations approved in advance in writing by the granting agency.

Federal government policy regarding compensation for personal services under an educational service agreement (a contract or grant providing reimbursement for such activities as summer institutes, special training programs for selected participants, the development and introduction of new or expanded courses, and other educational services) is generally consistent with policy for research projects (Federal Management Circular 73-8). However, charges for personal services may include compensation in excess of the base salary of a faculty member for the conduct of courses outside the member's normal duties provided that: (a) extra charges are determined at a rate not greater than the basic salary rate of the member; (b) salary payments for such work follow practices consistently applied within the institution; and (c) specific authorization for such charges is included in the educational service agreement. Such an arrangement is subject to the approval of appropriate College officials.

The percentage of effort which a faculty or staff member devotes to a federally-sponsored project must not be less than the percentage of total salary drawn from project funds. The member must adjust his/her schedule so that the total effort for the College and for the project(s) does not exceed 100% of available time based on the productivity which is presumably possible within a normal work week.

Usually, faculty or staff members who serve as consultants or otherwise contribute to federally-sponsored research conducted by another faculty or staff member of the same institution receive no compensation in addition to full-time base salary. However, where consultation is across division lines or involves a separate or remote

operation, and the work performed by the consultant is in addition to his/her regular responsibilities, charges for such work representing extra compensation above the base salary are allowable provided the consulting arrangement is specifically provided for in the research agreement or approved in writing by the sponsoring agency.

COPYRIGHTS

Some sponsors have established regulations governing the copyright and/or publication of the results of investigations they finance. Usually limitations on copyright or publication imposed by government agencies are designed to ensure that research findings are placed in the common domain. In all cases, before entering on a sponsored project which may produce copyrightable materials, it is essential that an understanding be reached, and included in the project agreement, as to the respective rights of the writer, and College, and the sponsor, and that the principal investigator or project director and others who work on the project acquaint themselves with these limitations and agree to them.

PATENTS

The patent rights of the various parties involved in government-sponsored research projects are rather rigidly controlled by statute, by agency regulations, and by the terms of individual contract or grant documents. It is desirable, therefore, that all parties concerned

understand in advance what the rights of the inventor, the College, and the sponsor will be in the event that a patentable discovery is made.

PROTECTION OF HUMAN SUBJECTS

The Department of Health, Education, and Welfare requires that Harford Community College be held responsible for safeguarding the rights and welfare of human subjects involved in activities supported by grants or contracts from DHEW. (See Appendix F). Grants or contracts involving human subjects will be reviewed prior to their submission by appropriate College personnel. This review will be coordinated by the Director of Resource Development and Educational Services and will include the Dean of Student Affairs, Chairperson of the Student Development Division, Chairperson of the Social Sciences Division, Chairperson of the Allied Health Division, and the project director or principal investigator.

ANIMAL CARE

In compliance with federal regulations, the College as a user of laboratory animals for research, has registered with the U. S. Department of Agriculture, and submits an annual report and certification on specified aspects of animal use and care.

COMPUTER FACILITIES AND SERVICES

The Director of Data Processing will advise faculty and staff members who require computer facilities for instructional or research

purposes about the College's capabilities, and about other installations in the area where computers may be found to meet special needs. If instructional time is needed by the project, the request will be forwarded through the Dean of the College.

Appendix A

Harford Community College
Office of Resource Development and Educational Services

Checklist for Proposal Preparation

Check when done	Step
_____	1. Discuss idea for proposal with immediate supervisor.
_____	2. Discuss idea with Director of Resource Development and Educational Services. a. Determine possible funding sources b. Obtain agency guidelines for writing and submitting proposals
_____	3. Prepare preliminary short draft of proposal. (can be in long hand)
_____	4. Discuss preliminary draft with: a. Immediate Supervisor (if they wish you to) b. Director of Resource Development and Educational Services
_____	5. Write proposal and prepare first typewritten draft.
_____	6. Prepare budget and space and facility need.
_____	7. Discuss budget with: a. Immediate Supervisor b. Dean of Administrative Services c. Director of Resource Development and Educational Services Discuss space and facilities needed for grant with: a. Immediate Supervisor b. Director of Resource Development and Educational Services
_____	8. Discuss draft including text, budget, and facilities with: Director of Resource Development and Educational Services
_____	9. Write final proposal. Submit to Director of Resource Development and Educational Services. (See final checklist).
_____	10. Final proposal typed by Office of Resource Development and Educational Services.
_____	11. Proof final proposal. Return to Office of Resource Development and Educational Services.

Appendix A

Continued

Checklist for Proposal Preparation

Check when done	Step
_____	12. Obtain all requested signatures.
_____	13. Cover letter done by Director of Resource Development and Educational Services
_____	14. Mailing by Director of Resource Development and Educational Services.

Appendix B

SAMPLE TITLE PAGE

PROPOSAL FOR

DEVELOPMENT OF IMPROVED METHODS OF DRIVER TRAINING

SUBMITTED TO:

National Highway Traffic
Safety Administration
Department of Transportation
Washington, D.C. 20591

SUBMITTED BY:

Social Sciences Division
Harford Community College
401 Thomas Run Road
Bel Air, MD 21014

(Signature)

John A. Doe
Principal Investigator

APPROVED BY:

(Signature)

Paul G. Yorkis
Director of Resource Development
and Educational Services

(Signature)

Ralph H. Jordan, Jr.
Acting President

Appendix C

SAMPLE BUDGET

Task I

Academic Relations and Evaluations Section
One-Year Estimated Costs

I. DIRECT COSTS

	From Grant	From College	Item Total
A. Salaries and Wages			
1. Director and principal investigator, 100% time	11,000	11,000	22,000
2. Senior evaluation specialist for NTC programs, 100% time	20,000		20,000
3. Senior evaluation specialist for survey of training program, 100% time	20,000		20,000
4. Two evaluation specialists intermediate level, 100% time @ $17,000 each	34,000		34,000
5. Senior Administrative Assistant, 100% time	6,250	6,250	12,500
6. Clerk/typist, 100% time		8,500	8,500
7. Student research assistant 50% time during academic year, 100% time during summer	2,500	2,500	5,000
	93,750	28,250	122,000
B. Fringe Benefits			
1. FICA (Est. @ not to exceed 5.5% of salaries and wages)	5,000	1,600	6,600
2. Others	8,850	2,000	10,850
	13,850	3,600	17,450

Appendix C

Continued

SAMPLE BUDGET

	From Grant	From College	Item Total
C. Consultants			
1. Resident Scholars and Fellows selection committee (6 members, 5 days each @ $100 per day)		3,000	3,000
2. Content area specialists (50 days each @ $150 per day)	4,500	3,000	7,500
	4,500	6,000	10,500
D. Travel and Per Diem			
1. 20 round trips (60 sites to be covered during the 20 trips) @ est. $300 per trip	6,000		6,000
2. Local travel to Baltimore-Washington metropolitan area to evaluate trainees' practicum and evaluate training programs est. @ 3,000 miles @ 12 cents per mile		360	360
3. Per diem est. @ 200 days @ $25 per day	2,500	2,500	5,000
	8,500	2,860	11,360
E. Other Direct Costs			
1. Data Analysis a. Key punching (est. @ $1,500) b. Computer time (est. @ $4,000)		5,500	5,500
2. Telephone (including mail survey follow-up)		1,800	1,800

Appendix C

Continued

SAMPLE BUDGET

	From Grant	From College	Item Total
E. Other Direct Costs			
3. Postage (Mail survey and feedback to participants)		800	800
4. Reproduction/Printing (evaluation procedures mail questionnaires and reports)	2,500		2,500
5. Expendable materials and supplies		600	600
	2,500	8,700	11,200
II. INDIRECT COSTS (DHEW audited on-campus rate of 57% of salaries and wages)		68,400	68,400
III. TOTAL COSTS	123,100	117,810	240,910

Appendix D

Harford Community College
Office of Resource Development and Educational Services

Checklist for Proposal Budget Items

This checklist is for your use. It is meant to help, not discourage you. Try to determine whether you need to budget for any of these items. If you determine you will need to budget for these items and are unsure how to, contact the Director of Resource Development and Educational Services.

A. Salaries and Wages:

_____1. Professional

_____ Full-Time

_____ Part-Time

_____2. Stipends

_____3. Consultants

_____4. Classified

_____5. Hourly Personnel

_____ Non-Student

_____ Student

_____6. Staff Benefits

B. Equipment:

_____1. Rental

_____2. Purchase

C. Materials:

_____1. Office Supplies

_____2. Instructional Supplies

D. Travel For:

_____1. Administering Grant

_____2. Professional Meetings

_____3. Consultation

_____4. Travel Expenses for Consultant

_____5. Local Travel

E. Services:

_____1. Computer Use

_____2. LRC Services

F. Other:

_____1. Space Rental

_____2. Purchase of Periodicals and Books

G. Indirect Costs:

Appendix E

Harford Community College
Office of Resource Development and Educational Services

INTERNAL APPROVAL FOR EXTERNAL FUNDING

PROPOSAL NO._____

DATE_____

BASIC INFORMATION:

1. Project Title_____
2. Project Director_____
3. Funding Source_____

SIGNATURES NEEDED:	DATE
1. _____ Project Director	_____
2. _____ Immediate Supervisor	_____
3. _____ Other Administrative Officer, if applicable	_____
4. _____ Director of Resource Development and Educational Services	_____
5. _____ Dean of the College	_____
6. _____ President	_____

Appendix F

FORM APPR
OMB NO. 68-

DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE

IDENTIFICATION NUMBER *(If known)*

PROTECTION OF HUMAN SUBJECTS CERTIFICATION

☐ Contract ☐ New
☐ Grant ☐ Renewal
☐ Fellowship ☐ Continuation

STATEMENT OF POLICY: Safeguarding the rights and welfare of human subjects involved in activities supported by grant or contracts from the DHEW is the responsibility of the institution which receives or is accountable to the DHEW for the funds awarded for the support of the activity. In order to provide for the adequate discharge of this institutional responsibility, it is the policy of the Department that no grant or contract for an activity involving human subjects shall be made unless the application for such support has been reviewed and approved by an appropriate institutional committee. (Reference: "Institutional Guide to DHEW Policy on the Protection of Human Subjects.")

1. TITLE OF PROPOSAL

2. PROJECT DIRECTOR, PROGRAM DIRECTOR, FELLOW

POSITION TITLE

3. INSTITUTIONAL COMPONENT OR DEPARTMENT

4. CHECK ONE OF THE FOLLOWING STATEMENTS AS APPLICABLE:

☐ A. This application does not propose any activities that would involve human beings who might be considered subjects, human material, or personal data from primary or secondary sources.

☐ B. This is to CERTIFY that this application which does propose activities involving human subjects has been reviewed and approved by our institutional committee on the date of in accordance with the DHEW policy and the institutional assurance on file with the DHEW. (The review date should be recent; certification is invalid if review date would precede award date by more than one year.)

☐ C. This is to CERTIFY that this application which proposes to involve human subjects is pending review on the date of in accordance with the DHEW policy and the institutional assurance on file with the DHEW. If the committee does not review and approve the proposal by or on the date certified, the agency office requesting this certification will be notified immediately by telephone, telegraph, or mail. (Review date should precede requested or planned date of award by at least one month whenever possible.)

☐ D. This application proposes to involve human subjects. This institution does not now have an active assurance on file with the DHEW. I understand that information on the assurance procedure will be received should the application become eligible for an award.

5. SIGNATURE OF INSTITUTIONAL OFFICIAL AUTHORIZED TO SIGN PROPOSALS

DATE

6. TITLE

TELEPHONE NO. *(Code, No., Extension)*

7. NAME AND ADDRESS OF INSTITUTION *(Street, City, State, ZIP code)*

NOTE TO AGENCY: This form should NOT be included with application forms that have provision for human subject certification. It may be used to request certification, or correction of certification.

HEW 596 (Formerly NIH 1611)
8-72

ENCLOSE THIS FORM WITH THE PROPOSAL OR RETURN IT TO THE AGENCY REQUESTING ITS COMPLETION

A GLOSSARY OF TERMS USED IN RESOURCE DEVELOPMENT

ACCOUNTABILITY--a trend in American education whereby educational institutions must be able to demonstrate to the public that educational goals and objectives are being achieved.

ACCT-O-LINE--weekly publication of Association of Community College Trustees providing succinctly stated information about funding sources. Available from ACCT, 955 L'Enfant Plaza, S. W., Suite 1406, Washington, D.C. 20024.

ACRONYM--a word formed by using the first letter or first few letters from a group of words, i.e., CETA (Comprehensive Employment Training Act).

ACT--a bill that has been passed by Congress. Also used as a synonym for "law."

AFFECTIVE DOMAIN--refers to attitudinal, emotional, and valuing behaviors of learners as reflected by interests and appreciations.

AGENCY--term for administrative unit or for administrative units to which designated executive departments of the United States government are subordinate.

ALLOCATION--fiscal support designated for a specified purpose.

ALLOWABLE COST--under a government grant or contract an expense for which an institution or agency may be reimbursed.

AMENDMENT--modification of existing legislation e.g. Older Americans Act of 1965 as amended 1973.

APPLICATION CONTROL CENTER--is the central receiving office for grants in the United States Office of Education.

ANNUAL REGISTER OF GRANT SUPPORT--lists government agencies, foundations, and professional organizations. The Register groups funding sources into four categories: humanities, social sciences, sciences, and general.

APPROPRIATIONS BILL--legislative authorization that permits the expenditure of the monies approved by an authorization bill not necessarily to the total amount authorized.

AUTHORIZATION BILL--legislation that establishes or continues a program. It sets general program objectives and may establish a funding ceiling.

AUTHORSHIP--refers to the writer of a proposal who may initiate the ideas or may incorporate ideas supplied by others and translate them into proposal format.

AWARD LETTER (or GRANT AWARD LETTER)--written notification from the United States Office of Education indicating that a project has been funded, for how long and in what amount.

BILATERAL ARRANGEMENT--an arrangement between an applicant developing institution and an assisting institution or agency that makes resources available to the developing institution under terms of the arrangement. Under Title III of the Higher Education Act, the applicant institution is referred to as the coordinating institution.

BILL--proposed legislation introduced in either house of Congress. It is designated either HR (House of Representatives) or S (Senate) showing the house in which it originated and by a number assigned in order of introduction.

BLOCK GRANTS--a grouping of categorical grants into one functional area.

BUDGET--a plan for financial operation consisting of an estimate of proposed income and expenditures for a given time period and purpose.

BUDGET CYCLE--the annual fiscal year (for example, July 1 through June 30) which is important because it indicates when funding sources will make their grants.

CATALOG OF FEDERAL DOMESTIC ASSISTANCE--contains information about Federal grant and loan programs available from Federal agencies to assist the American people in furthering their social and economic progress. The Catalog of Federal Education Assistance Programs lists education program information.

CATEGORICAL AID--funds that must be spent in a specified area.

CHRONICLE OF HIGHER EDUCATION--published weekly. Available from 1717 Massachusetts Avenue, Washington, D.C. 20036. Contains general information on trends and available funds in higher education.

COGNITIVE DOMAIN--includes objectives that affect the intellectual process of the learner.

COMMERCE BUSINESS DAILY--published by the United States Department of Commerce, 433 West Van Buren Street, Room 1304, Chicago, Illinois 60607, $67.50/year. Advertises bids the government is seeking.

CONDUIT--a non-profit organization which transfers funds from a source to a group which has not yet been granted a tax exemption by the Internal Revenue Service (IRS).

CONGRESSIONAL INTENT--actual intent of the legislature in enacting a bill as expressed by the author's statement, committee hearings, debate, vote, and subsequent resolutions.

CONGRESSIONAL RECORD--a daily record of the proceedings and debates of congress.

CONSORTIUM--a group of organizations sharing in the finances and/or administration of a single grant to accomplish that which no one can do as effectively as when working together.

CONSULTANT--a person with expertise external to an organization that is brought in to lend insight to the solution of a problem.

CONTEXTURAL INFORMATION--includes statistics about program participants, community and institution characteristics, and relevant elements in the learning environment.

CONTRACT--a set of agreements between two or more agencies that is legally binding.

COPYRIGHT--a statement of legal control over a document (usually by its author) such that anyone seeking to reproduce said document must first obtain permission of the copyright holder.

COST REIMBURSEMENT CONTRACT--issued on the basis of estimated costs of performing specified tasks; arrived at by negotiation between government and the contractor. Involves payment to the contractor for actual costs incurred up to a ceiling amount.

DEADLINES--dates by which applications for grants or contracts must be submitted.

DEMONSTRATION PROJECTS--limited scope programs designed to test the effectiveness and/or feasibility of an idea or approach.

DEVELOPMENT OFFICER--this person's responsibilities may include grants-seeking, governmental affairs, outreach programs, college-community relations, accreditation, foundation management, alumni relations, or institutional research. The development officer attempts to determine unmet constituency needs and to locate resources that meet those needs.

DIFFUSION--includes but goes beyond dissemination to encompass followup activities to insure a project's findings will be utilized by others.

DIRECT COSTS--expenses which can be itemized by categories having descriptive terms for utilization of funds, e.g., salaries and wages, travel, etc.

DISADVANTAGED--describes people who because of physical, emotional, social, economic, or other reasons are unable to compete on a normal level within the context of an education institution.

DISSEMINATION--distribution of information to selected audiences by multiple media.

ENACTMENT--completion of action necessary to make a bill become a law.

ERIC (Educational Resources Information Center)--clearinghouses designated by the United States Office of Education to disseminate educational information to the American public. Relevant data are located by utilizing the ERIC Thesaurus of Descriptors to locate appropriate categories from which it is then possible to locate specific studies.

EXTERNAL INFORMATION--in evaluation includes assessment of the effects of a program's facets on behavior of participants, program administrators, and relevant others.

FEDERAL REGISTER--contains proposed and final guidelines, deadlines, and other administrative regulations of programs as announced by Federal agencies in precise wording of the law. It may be purchased from the United States Government Printing Office, Washington, D.C. 20402.

FISCAL YEAR--usually July through June 30. The new Federal fiscal year will take effect in 1976. At this time it will cover October 1 through September 30.

FORMATIVE EVALUATION--an attempt to assess a program's effectiveness while the program is ongoing.

FORMULA GRANTS--are funds distributed by the federal government (usually to state agencies) for use in specific projects. The funds are awarded on the basis of demographic and economic data from which a formula has been completed.

FOUNDATION CENTER--is a clearinghouse for information about administrative matters, government regulations, and activities of foundations.

FOUNDATION DIRECTORY--lists information about foundations which have assets in excess of $500,000 or which make grants of $25,000 or more and is published by The Foundation Center, 888 Seventh Avenue, New York, New York 10019.

FOUNDATION NEWS--published by monthly by the Council on Foundations, 888 Seventh Avenue, New York, New York 10019, for understanding the role of philanthropy and for listing donors, recipients, and purposes of grants.

FULL-TIME EQUIVALENT--the amount of time spent or required in a less than full-time activity divided by the amount of time normally spent or required in a corresponding full-time activity during the regular school term.

FUND--a sum of money to be spent in achieving a particular objective guided by codified regulations.

GIFT-IN-KIND--contributions of a non-financial nature or service provided in lieu of fiscal support.

GRANTEE--the recipient of a grant.

GRANTOR--the source of a grant.

HEGIS (Higher Education General Information Survey)--a study conducted annually by the National Center for Educational Statistics (NCES) of accredited colleges and universities.

INTERNAL INFORMATION--descriptive data for use in evaluation including physical specifications, rationale, goals, objectives, and critical appraisal by the program developers, experts in the program, users, and recipients in the target audiences.

INDIRECT COSTS--those costs which cannot be identified specifically with a particular program, project, or activity. They are costs that are incurred for several purposes which are necessary to the operation of the institution or agency, for example, library resources, building maintenance, and equipment depreciation.

LETTER OF INTENT--a statement which briefly describes a project and is an indication that the institution or agency plans to file a proposal.

LOCAL BASIC ADMINISTRATIVE UNIT--commonly referred to as a local educational agency (LEA), college district or service area. Refers to an executive unit organized for the purpose of operating public schools or to contract for public school services.

MATCHING FUNDS--case or "in-kind" support contributed by the grantee to fulfill objectives or project. Amount of needed matching funds varies with program.

MATCHING GRANTS--also referred to as a "challenge grant." These grants are rewarded with the stipulation that the grantee raise an agreed-upon amount of money, usually expressed as a percentage of the total project costs.

MEASURABLE OBJECTIVES--are goals stated in such a way that the achievement or non-achievement of this goal may be determined with a relative degree of precision by objective observation and measurement (also called criterion based objectives).

MISSION OBJECTIVE--is a precise statement expressed in operational terms which identifies the overall intent of a program.

NEEDS ASSESSMENT--a continuous, formal process for identifying in what areas and by how much the present system is short of an ideal state.

NON-PROFIT--describes organizations which have no capital investors to which all money generated over and above salaries, rents, and other business expenses must go. Such money must be reinvested in the services of the organization.

OBJECTIVES--desired end-states.

OUTCOME--a product generated by the activities of a program over a given period of time.

OUTCOME MEASURES--quantitative descriptions of results and findings.

OUTREACH--contributes to eliminating artificial barriers to the use of educational resources by finding new ways to serve.

PERIPHERIAL EXPENDITURES--are costs not covered by an external funding source. Examples are utilities, gasoline, food and resources provided by the institution rather than grantor.

PRE-APPLICATION--a preliminary form that must be completed describing in brief a proposed project. These are reviewed by a funding source to eliminate inadequate proposals. This results in a savings of work-hours for both the funding agency and the applicant. (Also called prospectus).

PRIME SPONSOR/PRIME CONTRACTOR--a single agency which has responsibility for the operation of a program usually involving subcontractors.

PRIVATE EDUCATIONAL INSTITUTION--a school established, supported, and administered by other than governmental agencies.

PROGRAM--a group of related activities that operate together to accomplish common ends.

PROGRAM DEVELOPMENT--the formulation of program purposes, objectives, activities, and evaluation procedures.

PROGRAM EVALUATION REVIEW TECHNIQUES (PERT)--is the planning which schedules action within a designated time frame which must be taken to produce a desired result by a specified time.

PROGRAM MEASURES--quantitative indicators of the resources utilized, the activity levels generated, the groups that were served and benefited, the expenditures incurred, the revenues garnered and the outcomes achieved by a program.

PROJECT PROGRAM OFFICER--the Federal or state agency representative whose responsibility it is to monitor a program, provide technical assistance and insure that the program operates within the framework of appropriate regulations.

PROPOSAL--an application submitted to a funding source seeking approval and funding or supply of sources.

PSYCHOMOTOR DOMAIN--refers to the mental processes governing muscular movements, the movements themselves, and physical skills.

PUBLIC LAW (P.L.)--is a means of classifying the laws of Congress. For example, P.L. 90-125 would refer to the 125th law passed by the 90th session of Congress.

PUBLIC SCHOOL--an educational institution established, supported, and/or administered by a governmental agency.

REPLICABLE DELIVERY SYSTEM--a term used in reference to demonstration projects. It means that a program is developed in such a way that it can be used or modified effectively by institutions similar to the one that developed the program.

REQUEST FOR PROPOSALS (REP)--an announcement by an agency that is seeking application to accomplish a specific task.

RESOURCE DEVELOPMENT--the acquisition of dollars, goods, and services which relate directly to the institution's programs and services and which supplement the general operating and capital budgets.

RESOURCE INVENTORY--a list of personnel, facilities and expertise available for use in a designated area.

REVENUE SHARING--tax funds distributed by Congress to the states and localities based upon a formula.

SEED MONEY--funds used to establish an organization or project. Seed money may be used to buy time in order to organize a project and get it underway with funds for continuation coming from other sources. Also called "one time" and "soft money."

SESSION--normally, each Congress consists of two sessions, the first of which begins in January and ends when Congress adjourns for the year.

STANDING COMMITTEE--a permanent committee of Congress. The Senate has 17 such committees while the House has 21.

STATE PLAN--document developed by a state agency based on guidelines from and to be approved by Federal agency in order to insure that 1) funds flow to state and/or 2) that state is in compliance with regulations.

SUBCOMMITTEES--small subject-matter divisions of a committee.

SUMMATIVE EVALUATION--an attempt to assess a program's effectiveness after the termination of the project.

TAXONOMY--a classification of subsidiary elements of a topic. Usually, there is some attempt at being exhaustive in the listing with each element being mutually exclusive from the rest.

TECHNICAL INSTITUTE--a postsecondary educational agency offering instruction in one or more of the technologies.

TITLE--a major section of a law, act, or bill.

UNSOLICITED PROPOSALS--agencies may allow institutions to submit proposals which may or may not match the priorities of those agencies. May be an offer to perform tasks which is not the result of a RFP announced by the agency.

ACRONYMS AND ABBREVIATIONS USED IN RESOURCE DEVELOPMENT

Acronyms, abbreviations, and shortcut language developed from usage in the Resource Development gamut include:

AACJC	American Association of Community and Junior Colleges
AACRAO	American Association of Collegiate Registrars and Admissions Officers
AAPICU	American Association of Presidents of Independent Colleges and Universities
AARP	American Association of Retired Persons
AASCU	American Association of State Colleges and Universities
AAUP	American Association of University Professors
ABE	Adult Basic Education
ACCT	Association of Community College Trustees
ACCTion	A consortium funded under Title III of the Higher Education Act of which the Resource Development Center is a component.
ACE	American Council on Education
ACLS	American Council of Learned Societies
ACT	American College Testing (Program)
AERA	American Educational Research Association
AID	Agency for International Development
AIDP	Advanced Institutional Development Program, under Title III of the Higher Education Act
AIES	Accreditation and Institutional Eligibility Staff, United States Office of Education
AMIDS	Area Manpower Instructional Development Systems
AMOS	Associated Migrant Opportunity Services
ANF	American Nurses' Foundation
AOA	Administration on Aging

ARDC	ACCTion Resource Development Center
AVA	American Vocational Association
BEH	Bureau of Education for the Handicapped, United States Office of Education
BEOG	Basic Educational Opportunity Grants
BHM	Bureau of Health Manpower
BIDP	Basic Institutional Development Program, Title III, Higher Education Act
BOAE	Bureau of Occupational and Adult Education, United States Office of Education
BPE	Bureau of Postsecondary Education, United States Office of Education
BSS	Bureau of School Systems, United States Office of Education
CAMPS	Cooperative Area Manpower Planning System
CASE	Council for the Advancement and Support of Education
CAUSE	Comprehensive Assistance to Undergraduate Science Education, National Science Foundation
CCSSO	Council of Chief State School Officers
CCU	Community College Unit, United States Office of Education
CEEB	College Entrance Examination Board
CEP	Concentrated Employment Program
CETA	Comprehensive Employment and Training Act
CFDA	Catalog of Federal Domestic Assistance
CIES	Council for International Exchange of Scholars
COOP ED	Cooperative Education, Title IV, Higher Education
CPC	College Placement Council
CREG	Cancer Research Emphasis Grants
CW-S	College Work-Study
DAE	Division of Adult Education, United States Office of Education
DBG	Division of Basic Grants, United States Office of Education

DCE	Division of Career Education, United States Office of Education
DHEW	Department of Health, Education and Welfare
DHUD	Department of Housing and Urban Development
DID	Division of Institutional Development, Title III, Higher Education Act, United States Office of Education
DIE	Division of International Education, United States Office of Education
DIL	Division of Insured Loans, United States Office of Education
DOD	Department of Defense
DOI	Department of Interior
DOL	Department of Labor
DOS	Department of State
DOT	Department of Transportation
DSSSP	Division of Student Support and Special Programs, United States Office of Education
DTEE	Division of Technology and Environmental Education, United States Office of Education
DTF	Division of Training and Facilities, United States Office of Education
DVTE	Division of Vocational and Technical Education, United States Office of Education
EEA	Emergency Employment Act
EEE	Environmental-Ecological Education, United States Office of Education
EEOC	Equal Employment Opportunity Commission
EHA	Education of the Handicapped Act
EOC	Educational Opportunity Center, Higher Education Act
EPA	Environmental Protection Agency
EPDA	Education Professions Development Act
ERDA	Energy Research and Development Administration

ERIC	Educational Resources Information Center
ESAA	Emergency School Assistance Act
ESEA	Elementary and Secondary Education Act (as amended)
ETS	Educational Testing Service
ETV	Educational Television
FDA	Food and Drug Administration
FEA	Federal Energy Administration
FIPSE	Fund for the Improvement of Postsecondary Education
FISL	Federally Insured Student Loans
FOB	Federal Office Building
FR	Federal Register
FRACHE	Federation of Regional Accrediting Commissions of Higher Education
FTS	Federal Telecommunications System
FY	Fiscal Year
GAO	General Accounting Office
GSA	General Services Administration
GSL	Guaranteed Student Loan
HEA	Higher Education Act of 1965 (as amended)
HEFA	Higher Education Facilities Act
HEGIS	Higher Education General Information Survey
HR	House Resolution
HRA	Health Resources Administration
ICET	Institute for Certification of Engineering Technicians
ISEP	Instructional Scientific Equipment Program, National Science Foundation
LEA	Local Educational Agency
LEAA	Law Enforcement Assistance Administration
LEEP	Law Enforcement Education Program

MDTA	Manpower Development and Training Act (superseded by Comprehensive Employment and Training Act)
NACUBO	National Association of College and University Business Officers
NAS	National Academy of Science
NASA	National Aeronautics and Space Administration
NASULGC	National Association of State Universities and Land-Grant Colleges
NCA	National Commission on Accrediting
NCCR	National Council for Community Relations
NCES	National Center for Education Statistics
NCHEMS	National Center for Higher Education Management Systems
NCI	National Cancer Institute
NCIJC	National Council of Independent Junior Colleges
NCRD	National Council of Resource Development
NDEA	National Defense Education Act
NDSL	National Defense Student Loans
NEA	National Endowment for the Arts
NEA	National Education Association
NEH	National Endowment for the Humanities
NEPA	National Environmental Policy Act of 1969
NHF	National Humanities Faculty
NHLI	National Heart and Lung Institute
NIDA	National Institute of Drug Abuse
NIDR	National Institute of Dental Research
NIE	National Institute of Education
NIH	National Institute of Health
NIMH	National Institute of Mental Health
NIOSAH	National Institute for Occupational Safety and Health

NRC	National Research Council
NSF	National Science Foundation
NYC	Neighborhood Youth Corps
OAA	Older Americans Act
OAVTME	Office of Adult, Vocational, Technical and Manpower Education, United States Office of Education
OC	Office of the Commissioner, United States Office of Education
OCD	Office of Child Development, United States Office of Education
OCE	Office of Career Education, United States Office of Education
OCR	Office of Civil Rights
OE	Office of Education (also USOE--United States Office of Education)
OEO	Office of Economic Opportunity
OFCCP	Office of Federal Contract Compliance Programs
OMB	Office of Management and Budget
ONC	Office of New Careers, United States Office of Education
OPBE	Office of Planning, Budgeting and Evaluation, National Institute of Education
OSHA	Occupational Safety and Health Administration
PEP	Public Employment Program
PGIS	Program Grant Information System
PHS	Public Health Service
PIP	Project Initiation Period
PL	Public Law (with identifying numbers of Congressional session and act)
PREP	Pre-Discharge Education Program
RANN	Research Applied to National Needs, National Science Foundation
RFP	Request for Proposal
RIAS	Research Initiation and Support, National Science Foundation
ROB	Regional Office Building

RSA	Rehabilitation Services Administration
RSVP	Retired Senior Volunteer Program
SBA	Small Business Administration
SCORE	Service Corps of Retired Executives
SEED	Scientists and Engineers in Economic Development, National Science Foundation
SEOG	Supplemental Educational Opportunity Grants
SOS	Student-Originated Studies, National Science Foundation
SREB	Southern Regional Education Board
SSA	Social Security Administration
SSIG	State Student Incentive Grants
SSRC	Social Science Research Council
STIA	Scientific, Technological and International Affairs directorate, National Science Foundation
USDA	United States Department of Agriculture
USGS	United States Geological Survey
VA	Veterans Administration
VCIP	Veterans Cost-of-Instruction Program, Higher Education Act
VEA	Vocational Education Act of 1963
VOC-ED	Vocational Education
WICHE	Western Interstate Commission for Higher Education
WIN	Work Incentive Program

UNIVERSITY OF CALIF.
LOS ANGELES

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CLEARINGHOUSE FOR
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